



# Integration of the Theory of Work Adjustment and Al-Quranic Values in Islamic Career Counseling

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## Abstract

This study aims to analyze the integration *Theory of Work Adjustment* (TWA) with Qur'anic values in Islamic career counseling. The development of the modern world of work presents various challenges, such as career uncertainty, anxiety about the future, low job readiness, and individual difficulties in adjusting to the demands of the work environment. This phenomenon shows that career counseling services need to pay attention not only to psychological aspects, but also to spiritual and moral dimensions. This study aims to: (1) analyze the concept of TWA in career counseling, (2) identify Qur'anic values that are relevant to Islamic career development, and (3) examine the form of integration of TWA with Qur'anic values in Islamic career counseling (4). Implications for Guidance and Counseling Services in Schools The method used is *Systematic Literature Review* (SLR) by collecting and reviewing various literature through Google Scholar, SINTA, Garuda, and national and international journals. Data analysis was conducted using the technique *content analysis* using a descriptive qualitative approach. The results show that the integration of TWA with Qur'anic values results in a more holistic Islamic career counseling approach through the integration of psychological and spiritual aspects to support career maturity, job satisfaction, and well-being in this world and the hereafter.

## Article Information:

Received January 21, 2026

Revised March 14, 2026

Accepted April 28, 2026

**Keywords:** *Theory of Work Adjustment, Islamic career counseling, Al-Quran Values*

## INTRODUCTION

The evolving world of work in the era of globalization and the Industrial Revolution 4.0 demands that individuals possess adaptability, career readiness, and competencies appropriate to the needs of the work environment (rotatori,2021). Increasingly complex job competition causes many individuals to experience career anxiety, confusion in career choices, and difficulty adjusting to the demands of the workplace. Career development requires not only academic readiness and technical skills, but also psychological readiness, such as career adaptability and mental readiness to face the world of work (Borg et al., 2021).

**How to cite:** Saputri, Y., Ardhi, A.S., Masril, M. (2026). Integration of the Theory of Work Adjustment and Al-Quranic Values in Islamic Career Counseling. *Suluah Pasaman*, 4(1), 43-50.

**E-ISSN:** 2986-8467

**Published by:** The Institute for Research and Community Service

Mental readiness for the world of work is also related to an individual's ability to manage stress, build optimism, maintain motivation, and develop resilience to failure and career uncertainty. Research shows that psychological factors such as *self-efficacy*, *psychological capital*, *grit*, and *optimism* have important contributions to the formation of *career adaptability* And *work readiness* workforce (Sari et al., 2025)

In the field of Guidance and Counseling, one of the theories that is widely used to understand individual adjustment to work is *adalah Theory of Work Adjustment* (TWA) developed by Dawis and Lofquist. TWA explains that job satisfaction and career sustainability are influenced by the fit between individual needs and the work environment. Individuals will achieve job satisfaction and stability when there is a harmonious relationship between individual abilities, values, and needs and the demands of the work environment. This concept is relevant to the Islamic perspective, which views work as part of human worship and a mandate on earth. In the Qur'an, work is understood not only as an economic activity but also as a form of devotion to Allah SWT. Islam teaches the importance of working according to one's abilities, upholding work ethics, and maintaining a balance between worldly and afterlife goals. Values such as trustworthiness, endeavor, trust in God, discipline, and responsibility are essential principles in a Muslim's career development (Gano et al., 2024).

Based on previous research conducted by Nahar, the value of Character Education "Hard Work" According to the Qur'an (Study of Tafsir Al-Misbah and Al-Wasith explains that the basic teachings of the Qur'an, which encourage Muslims to work hard because work is worship, mercy, obligation, honor, calling, expression of gratitude, art, actualization, and the field of good deeds. According to the Qur'an, character education must emphasize values such as tenacity, perseverance, creativity, discipline, and devotion (Soeparwati et al., 2025).

Research conducted explains that integrating modern psychological theory with Islamic values is crucial because conventional career counseling approaches tend to be more oriented towards material aspects and work productivity. Therefore, a more holistic approach is needed by integrating spiritual values into the career counseling process. Meanwhile, states that Islamic career counseling not only helps individuals find jobs that match their interests and talents but also directs individuals to jobs that are halal, meaningful, and have religious values, and are oriented towards a balance between life in this world and the hereafter (Firmansyah, 2025).

Several studies have shown that a spiritually-based career counseling approach can improve career readiness, psychological resilience, and individuals' ability to adapt to changes in the world of work. However, studies specifically addressing the integration of spirituality and spirituality are limited. *Theory of Work Adjustment* The study of the Qur'anic values in Islamic career counseling is still relatively limited, so it is necessary to develop a more comprehensive study through an integrative approach. Therefore, this study was conducted to systematically examine the concept of integrating TWA and Qur'anic values in Islamic career counseling through a Systematic Literature Review approach. Therefore, this article aims to examine: (1) analyze the concept *Theory of Work Adjustment* in career counseling, (2) identifying relevant Qur'anic values in Islamic career development, and (3) examining the form of TWA integration with Qur'anic values in Islamic career counseling. (4) implications for Guidance and Counseling Services in Schools.

## METHODS

This research uses the method *Systematic Literature Review* (SLR) focuses on collecting, evaluating, and synthesizing various scientific sources relevant to the research topic. This approach aims to gain a comprehensive understanding while identifying existing research gaps. Literature searches were conducted through several

scientific databases, such as Google Scholar, SINTA, Garuda, and relevant national and international journals. Keywords used included: “*Theory of Work Adjustment*”, “Islamic career counseling”, “Quranic values”, “*Islamic career counseling*”, “*career adjustment*”, And “*Systematic Literature Review*”. Literature selection is based on topic relevance, year of publication, and source credibility. Selective and systematic literature selection is crucial for maintaining the quality of the study and producing an academically sound synthesis (Tan et al., 2024).

Data analysis was carried out using content analysis techniques. (*content analysis*) This study was conducted through the stages of reading, grouping, comparing, and synthesizing findings from various literature. The approach used was descriptive qualitative, as this study aimed to gain a deeper understanding of the concepts of digital literacy and competence in counseling. The analysis process refers to a qualitative analysis model that includes data reduction, data presentation, and drawing conclusions (Reddy et al., 2020).

## RESULT AND DISCUSSION

### Draft *Theory of Work Adjustment* in Career Counseling

Based on the results of the literature review, *Theory of Work Adjustment* is a theory that emphasizes the importance of fit between individuals and their work environment. In this theory, individuals have specific needs, abilities, and work values that must align with the demands of the work environment to achieve job satisfaction and career stability. Job satisfaction and career sustainability occur when there is a fit (*correspondence*) between individual characteristics and the work environment, which is shown through individual satisfaction (*satisfaction*) and environmental assessment of individual performance (*satisfactoriness*) (Setyaningrum & Ekhsan, 2021).

*Theory of Work Adjustment* (TWA) explains that individual success in the world of work is influenced by two main aspects, namely *satisfaction* and *satisfactoriness*. *Satisfaction* related to the extent to which the work environment is able to meet individual needs, whereas *satisfactoriness* related to an individual's ability to meet the demands of the work environment. These two aspects are the main indicators in determining the success of work adjustment and the sustainability of an individual's career. In the context of career counseling, *Theory of Work Adjustment* (TWA) helps counselors understand an individual's interests, talents, work values, and abilities through a systematic assessment process before making career choices. This approach has proven effective in helping students and college students in the career exploration stage increase career maturity and reduce difficulties in career decision-making (Stambulova et al., 2021).

TWA views career counseling as not just helping clients choose a job, but also helping them achieve and maintain a sustainable fit between themselves and their work environment (Rezaiee & Kareshki, 2024). This theory is widely used in career counseling, including for issues of work adjustment, sexual minorities, post-retirement workers, and innovative interventions such as career games (OMOJUGBA, 2024). For counselors, TWA provides a systematic framework for assessing abilities, needs, and job characteristics, and then designing strategies to enhance clients' job satisfaction and sustainability (Hwang et al., 2020).

### Quranic Values in Islamic Career Development

The study results show that the Quran contains various values relevant to career development, such as trustworthiness, hard work, responsibility, discipline, and professionalism, all oriented toward worship and moral values (solihin, 2020). The Islamic work ethic views work as more than just an economic activity, but also a

form of worship to Allah SWT, a means of devotion, and the pursuit of blessings in life (Kader, 2020).

QS. At-Taubah verse 105 emphasizes that humans are commanded to work diligently because every work will be judged by Allah, the Messenger, and society. This verse is relevant to *Theory of Work Adjustment* which emphasizes the importance of a fit between the individual and the work environment in achieving job satisfaction and success. From an Islamic perspective, job adjustment is oriented not only toward the individual's abilities and needs, but also toward moral and spiritual values of responsibility. The concept of work in the Quran reflects the integration of spiritual and social dimensions, where hard work is positioned as a form of worship that is rewarded, a trust that demands responsibility and integrity, and a form of devotion oriented towards the welfare of the community. Thus, the Islamic work ethic emphasizes not only productivity but also moral values and transcendental goals in every work activity (Haron et al., 2020).

### **Integration *Theory of Work Adjustment* and the Values of the Qur'an**

The results of the literature review show that integration *Theory of Work Adjustment* (TWA) with Qur'anic values produces a more holistic approach to career counseling (Rasheed, 2025). TWA emphasizes the importance of a fit between the individual and the work environment. (*person-environment fit*), where career success is determined by the match between individual abilities and job demands and the fulfillment of individual needs in work (Bakker & Vries, 2021).

The results of the research conducted by Waryainah on "analysis of high-achieving work behavior in the perspective of the Qur'an" show that high-achieving work behavior is relevant to what the Qur'an wants and is even recommended by the Qur'an but more broadly the Qur'an explains that the main purpose of every job done is to return to Allah SWT also in the Qur'an. The Qur'an sees the impact of this high-achieving work behavior on humans and their environment, not only in terms of material (Luthar et al., 2020).

In line with the results of this study, it is proven that Islam integrates human nature and practical needs into the work environment at all times. The truth of this claim is stated in the second verse of Surah Al-Baqarah in the Qur'an.: "*This Book, there is no doubt in it, is a guidance for those who guard themselves (from evil).*" thus providing an alternative to assess Muslim work behavior more reliably (Aldulaimi, 2020).

This aligns with the view that in Islam, work is not solely oriented toward material gain, but also toward attaining God's pleasure through sincere intentions and activities that constitute acts of worship (Latifah & Nurhikmah, 2024). As explained, work motivation from an Islamic perspective is "not solely oriented toward material gain, but also toward the intention to seek God's pleasure and work as a form of worship."

Furthermore, the application of Islamic values in the workplace has also been shown to have a positive relationship with job satisfaction and individual commitment. Research shows that an Islamic work ethic significantly influences job satisfaction and employee engagement, ultimately improving individual performance and psychological well-being. Thus, the integration between psychological aspects (such as job satisfaction in TWA) and spiritual aspects (halal values, usefulness, and worship) enables individuals to not only achieve *job satisfaction*, but also gain inner peace (*spiritual well-being*) and blessings in his life (Bagis et al., 2024).

### **Implications for Guidance and Counseling Services in Schools**

Integration *Theory of Work Adjustment* (TWA) and Qur'anic values have significant implications for the development of guidance and counseling (BK) services in schools and Islamic schools. This approach can serve as a foundation for

establishing career guidance services that are not only oriented towards students' job readiness and academic abilities, but also pay attention to spiritual, moral, and Islamic character development. In the context of modern education, students face increasingly complex career challenges due to technological developments, job competition, and the uncertainty of the working world. These conditions cause many students to experience career anxiety and confusion in determining their future direction. Therefore, BK services play a crucial role in helping students understand their potential and plan their careers carefully (Drymiotou et al., 2021).

The application of TWA in career guidance services allows counselors to help students understand the relationship between interests, talents, abilities, work values, and the demands of the work environment. Through this approach, students can be guided to choose educational fields and careers that align with their characteristics, thereby improving their job readiness and career adjustment. Research shows that the application of TWA in career guidance services in schools can improve *job fit*, work readiness, and student performance through interest assessments, work simulations, internship programs, and exploration of the industrial world (Adeosun et al., 2022).

Furthermore, the integration of Quranic values into guidance and counseling services provides a spiritual dimension to students' career development. Values such as trustworthiness, discipline, hard work, responsibility, ikhtiar (independence), and tawakkul (trust in God) can be internalized through career guidance services, enabling students to pursue not only material success but also understand the meaning of work as a form of worship and devotion to Allah SWT. This approach is important because the development of the modern workplace often gives rise to materialistic orientations and moral crises among the younger generation. Therefore, Islamic career counseling can help students develop an Islamic work ethic and strong character in facing the world of work (Harahap et al., 2024).

The results of research conducted by R. Rindoe Devianty Atmaja Kusumah, et al, 2025, "Implementation of Islamic Career Guidance Through Group Guidance for Gen Z Soft Skills Development" The results of the study show that the integration of Islamic values in career guidance can form a more holistic mindset, strengthen character, and improve Gen Z's interpersonal and communication skills. The implications of this study indicate the importance of developing a systematic Islamic career guidance model to strengthen the career readiness of the younger generation spiritually and professionally.

The results of this study indicate that the integration of modern psychological theory with an Islamic perspective has significant potential for developing more comprehensive and meaningful Islamic career counseling services. This approach not only incorporates scientific aspects such as understanding interests, talents, personality, and job suitability (as in modern career theories), but also incorporates a spiritual dimension derived from the values of the Qur'an and Hadith. This integration allows for a holistic counseling approach, as individuals are understood not only as psychological beings but also as spiritual beings with transcendental life goals. As explained, Islamic psychology is "an integration of modern psychological theories with Islamic spiritual values" that aims to build more comprehensive and meaningful counseling services.

This is important because career decisions, from an Islamic perspective, are not solely oriented toward worldly success, but also toward developing morals, responsibility, and religious values in work. Research shows that Islamic career guidance services emphasize that work should be understood as a form of worship, a trust, and a means of benefiting the community, enabling individuals to align their potential with broader life goals.

Career counselors need to develop a service model that balances career exploration and spiritual development. Services that focus solely on technical aspects

without reinforcing values will produce individuals who may be competent but lack a sense of direction and meaning in their work. Conversely, integrating the two will produce individuals who are not only career-wise but also possess a strong moral and spiritual foundation, enabling them to achieve sustainable success in both this worldly and the hereafter (Ahyani & Slamet, 2021).

## CONCLUSION

Based on the results of the literature review, it can be understood that *Theory of Work Adjustment* (TWA) is a theory that emphasizes the importance of alignment between individual characteristics and the work environment in achieving satisfaction, success, and career sustainability. This theory explains that effective work adjustment is achieved when an individual's abilities, interests, needs, and work values align with the demands and conditions of the work environment. The level of success of this adjustment is reflected in two main components: *satisfaction* which shows the level of individual satisfaction with his work and *satisfactoriness* which describes an individual's ability to meet the expectations and demands of the work environment. Therefore, TWA is an important theoretical foundation in career counseling services because it can help individuals recognize their potential, determine appropriate career choices, and maintain sustainable career stability.

In addition, the values of the Quran provide a spiritual and ethical dimension to Islamic career development. From an Islamic perspective, work is not viewed solely as an economic activity, but also as a form of worship, a trust, and devotion to Allah SWT. Values such as hard work, responsibility, discipline, professionalism, honesty, and an orientation toward gaining Allah's pleasure are the main foundations in developing an Islamic work ethic. Surah At-Taubah, verse 105, emphasizes that every form of work will be evaluated by Allah, the Messenger, and humanity, thus requiring individuals to work optimally and responsibly. Thus, the concept of work in Islam is not solely oriented toward material achievement, but also toward life blessings, social welfare, and spiritual well-being.

Integration between *Theory of Work Adjustment* and the values of the Qur'an produce a holistic career counseling approach because it accommodates psychological, social, and spiritual aspects in the individual career development process. This approach helps students and individuals understand that career success is determined not only by the match between abilities and work, but also by moral quality, religious intentions, and the usefulness of the work for oneself and society. This integration is relevant for application in guidance and counseling services in schools to improve career maturity, job readiness, interpersonal skills, and the formation of Islamic character in facing the dynamics of the modern workplace.

Thus, the integration of TWA and Qur'anic values can serve as a comprehensive and meaningful Islamic career counseling model. This approach is oriented not only toward achieving job satisfaction and career success, but also toward developing individuals with a strong moral, spiritual, and social responsibility foundation, enabling them to achieve a balance between worldly and hereafter success.

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